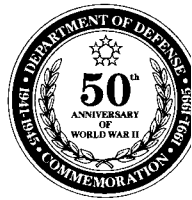




**DEFENSE LOGISTICS AGENCY**  
**DEFENSE CONTRACT MANAGEMENT COMMAND**  
**8725 JOHN J. KINGMAN ROAD, SUITE 2533**  
**FT. BELVOIR, VIRGINIA 22060-6221**



IN REPLY  
REFER TO AQOI

March 19, 1997

**MEMORANDUM FOR COMMANDERS, DEFENSE CONTRACT MANAGEMENT  
DISTRICTS  
COMMANDERS, DCMC CONTRACT ADMINISTRATION  
OFFICES**

**SUBJECT: Aviation Safety Update: Maintaining the Momentum**

Four years ago DCMC experienced three senseless Class A mishaps in a 3 month period. As a result, Flight Operations took decisive action to eliminate the root causes--establishing the Aviation Program Teams (APT), formalizing training, and teaming with the contractor as an active partner in mishap prevention. These initiatives have virtually eliminated operations related Class A mishaps in DCMC. This is a great achievement, but we must not stop here. I need your help to maintain the momentum and move to the next level.

We are still experiencing far too many avoidable Class B and C ground mishaps, not because of inadequate procedures, but because the procedures in place are not being followed. This problem must be addressed personally at the contractor management level by you as the Commander. Beyond that, we need a process oriented approach to mishap prevention. The vehicle to do this and help us move to the next level institutionally is Operational Risk Management (ORM).

ORM is a systematic method of evaluating processes and properly identifying and managing aviation risk. The steps in ORM are simple: identify the hazards, assess the hazards, make risk decisions, implement controls, and supervise. Each Service branch has implemented their own particular version of ORM and credit their lower mishap rates to their new programs. You will be hearing more about ORM tools and methods from your APT as Flight Operations continues their DCMC deployment efforts.

I am extremely pleased with our Command's current safety record and the level of professionalism displayed by DCMC's military and civilian contractor flight operations. However, current success does not guarantee future success. We must continually refocus our efforts. With your help and commitment, ORM will strengthen our already strong program, securing our position as leaders in world class aviation contract management.

**ROBERT W. DREWES**  
Major General, USAF  
Commander

Attachment  
ORM Chart

# ORM



A Three-Letter Acronym for  
World Class Performance

## **Operational Risk Management**

- Identify Hazards**
- Assess Hazards**
- Make Risk Decisions**
- Implement Controls**
- Supervise**